

Journal of Economics and Behavioral Studies

Vol. 3, No. 6, pp. 370-380, Dec 2011 (ISSN: 2220-6140)

Integration and Transformation for Viability

Jamila Khatoon Warsi, Atiq-ur-Rehman, *Jahanzeb Shah, Shoaib Bin Naeem
Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad, Pakistan
*jahnzb@gmail.com

Abstract: Viability is a challenge that all the organizations face these days. As a result of this they need to introduce changes at various levels, through a change process. The halfhearted decisions regarding change result in confusion at all the levels. Services of experts as external consultants are hired for such an organizational development need. These consultants are responsible to communicate openly and discuss the reasons and consequences of the planned actions. Changing environment should be kept in view while implementing the change. Similarly, the capacity of the team should be improved and the consultants should refrain from imposing actions. Viability is an internal need of an organization; therefore, the decision to change should be made and enforced internally. The support from field specialist, external consultant, as a facilitator should be used to remain on track and have whistle blowers around in case of problems.

Keywords: *Organizational Development Intervention, Human Resource Development, HR practitioners, Organizational Development Consultant, Organizational Development Intervention in NGO*

1. Introduction and Literature

Organizations need to change over time to address changing external and internal requirements for improving and sustaining their competitiveness. Organizations that decide to change often encounter challenges like a difference in understanding about change between the managers and the subordinates. This gap widens if not addressed correctly. For example, decentralization is advocated widely but in reality, quite often the decision-makers seem inclined to centralize and hold the power (Masino, 2011). Looking at the change process is through Executives as Drivers, Middle Management as Leaders while the Employees as Navigators shows the importance of the concept clarity and commitment at all the levels. This could be generated through open communication (Haid, Schroeder-Saulnier, Sims, Wang, & Urban, 2009).

Organizational change takes place with management's commitment, while an understanding of the climate, culture, norms and composition of team as well as the resources required and allocated (Bercovitz & Feldman, 2008). The employees often resist changing, if they take it as a threat to their independence or a loss of something of value. The perceived as well as resulted changed position of individuals also results in a special political behavior of individuals. This political behavior can also result in formation of rival groups within one team/organization (Kotter & Schlesinger, 2008). It is important to believe that change is necessary for growth and survival of any organization. The correct change management strategy, taking all on-board, aligning the goals of employees and organization is an important task in this regard, the absence of which can result in a disaster. The organizational change management is highly correlated with the employee engagement (Haid, Schroeder-Saulnier, Sims, Wang, & Urban, 2009) and should be therefore given its due importance.

There are many organizations in Pakistan that were founded decades ago by individual(s) or group(s). With the passage of time, the founders become monarchs as the rules and regulations are not followed in such organizations. However, when these organizations expand and cannot be managed by one person and/or the founders become old and weak and they are unable to manage these ventures, the question of dissolving the organization or converting it to an institution and formalizing its systems arises. This is a time when the right steps are needed to be discussed and taken to steer the existing team forward, with necessary changes. The fear of losing the power and handing over is the biggest challenge in this point of time. Therefore, for that very reason there is a need to make organizational development intervention to alter the overall system of the organization at individual, group and organizational level and to be prepared for the future challenges of

all the three tiers of organization. The rationale for the study is based upon the premise that for an organization to excel/expand/grow the organizational development intervention needs to be properly planned and implemented thereafter.

The NGO (Non-Governmental Organization): Established in 1975, International Women's Year, the NGO was formed as a non-hierarchical collective to integrate consciousness rising with a development perspective and to initiate projects translating advocacy into action. In almost 30 years it grew like a mushroom and has grown much beyond the Collective, transformed into an organization working in all four provinces of Pakistan with three offices (Lahore, Karachi, and Peshawar). Its significant achievement was to win the status of Economic and Social Council (ECOSOC¹) at the United Nations. The NGO continued with its participatory approach in its internal functioning and all its activities. However, the hiring and firing of employees continued depending upon requirements of the organization. The NGO was fairly successful in moving towards its vision i.e. "Fully empowered women in a just and vibrant, democratic and tolerant and environmentally sound society, where equity and opportunity are ensured for all, resources sustainable used, where peace prevails and where the state is responsive"; and mission is "Women's empowerment for social justice and social justice for women's empowerment". The success of this NGO can easily be attributed to its founders who are still leading it. Kumar (2007) says that there are various factors involved in the leadership and management skills of the organization head are translated to the organization. Personalities and interest of people at various levels play an important role in this regard.

Structure and Strategy: To achieve its goals and objectives the NGO does various different activities for the awareness raising of the masses as well as supports the government in drafting programs, policies and laws for the betterment of the women in the society. The NGO is almost totally dependent on the funds of donors. The income from its publication can hardly meet the costs of the publication. O'Brien (1998) says that in the non-profit and non-governmental world, the support of masses is gathered through campaigns. Different people involved in these events feel differently. Money is increasingly becoming important for the survival of NGOs; campaigns are also used for fundraising. Presence of funds at the disposal of NGOs can promise their sustainability to an extent. If these campaigns are planned well, aligning the vision mission, goals and values of the NGO, the campaigns can transform NGOs to sustainable institutions.

The NGO focuses on (1) Law ant Status; (2) Sustainable Development; (3) Women's Economic Empowerment including (Gender awareness, popular education, analysis and training cut across all programs and activities); (4) Reproductive Rights and Reproductive Health; and (5) Globalization. The NGO has a flat structure with a matrix management system. It follows an integrated approach of advocacy and capacity building of the women to be able to use networking, research and publications. Publications and research are two important fund raising elements for the NGO. The NGO works with the community based organizations that it forms at the district, union and village levels. The NGO also provides support to individuals in crisis situations, advice and legal assistance through its own resources, wherever possible, and by linkages whenever direct intervention is not possible. Furthermore, the NGO also holds the Asian region coordination office for the international solidarity network Women Living under Muslim Laws (WLUML) and a member of IUCN (the World Conservation Union).

Reasons for Integration and Transformation Interventions: In 1990's the NGO started a Program with four the financial assistance of donors (A, B, C, and D). This program was successful but had funding issues. One of the donors (Donor D) was withdrawing from the funding arrangements (by end of 2004) due to budgetary constraints. This program was running with funding problems beyond the control of the NGO. After assessing efficacy of the program, another donor (Donor E) joined it in 2002. This Donor was already funding one of its international programs directly from its Headquarters (HQ), out of the regional funds. Being the flag holder of harmonization and like-mindedness, the entry of Donor E necessitated introduction of few changes in design of the program.

¹ for further details please visit <http://www.un.org/ecosoc/about/>

Until 2002, the NGO was preparing separate reports for donors and the program was following different budgetary timelines according to the budgetary cycles of the four donors. However, the Donor E stressed on the need of a harmonized approach, i.e. one log frame matrix and one reporting format for the program. Donor E started a process of negotiations with the NGO as well as all donors of its Program. In consequence, all parties agreed to bridge the phase gaps in a way that the new phase of the program was decided to be from 1.1.2002 to 31.12.2004. Harmonization of the reporting system helped the NGO in saved time and energies. The flow of funds was also harmonized resulting in the gains in efficiency and efficacy of the program. Although the NGO was running well but the Collective (The General Body) was not comfortable. This discomfort was shared with the donors too as the young, energetic middle management, who was ready to take over the positions of the top. The top management and the board of directors were also facing health and other age related challenges. The General Body agreed to the change as they admitted its importance for the survival of the NGO. Therefore, they announced to prepare the second tier of management to takeover and continue. Meanwhile, the next phase of the program started in 2005 for another three years period.

Organization Development: Different authors/experts have defined Organization Development (OD) differently. The essence of all these definitions is the same i.e. an intervention that is made at in the overall system; addresses not only the procedures but also the behaviors of the people in that system in order to improve the efficiency and effectiveness of the organization (Cummings and Worley, 2005). In order to make such an intervention the understanding of the present state of affairs is needed. Therefore, the consultants together with the representatives of the organization perform the process of diagnosis. Diagnosis is a complex process where the root cause of the problem is identified (Van Eynde & Bledsoe, 2007). The word diagnosis originates from a Greek words that mean 'to recognize' and 'disease' i.e. to understand/find out the root cause of the disease (Barlow & Durand, 2005). Conceptual models are used at this step and it is much more complicated than diagnosing an individual (Bissell & Keim, 2008). In the OD the consultant is responsible to help the client improve the situation within an organization (Weisbord, 1973). This is a must for the OD consultant that the findings of the diagnosis are shared with the client to get the feedback. Once the results obtained by the consultant are accepted by the client, the design of the OD intervention can be presented to the client for approval (Cummings & Worley, 2005).

Various different models for the OD interventions are available, although most of them are fairly simple (Cummings & Worley, 2005). Human beings are the most important element of an organization that make/break the systems/procedures for the running of the organization. For any OD intervention, it is a must to keep the human element active and alive in the organization (Bissell & Keim, 2008). Iles and Yolles (2003) are of the opinion that the Organization Development (OD) and systems thinking are now being recognized as core foundations of contemporary Human Resource Development (HRD). Unfortunately, the models available for OD are simple as well as outdated; the HRD has become fairly complex in the present scenario. Transformational change together with power and politics play an important role in thinking. Often emphasis is laid on the capacity building of the NGOs to transform their structures (operational and organizational both). This process of capacitating overlooks the most important factor of looking at the NGO's capacity i.e. it's linkages with the stakeholders. Learning plays an important role in achieving organizational effectiveness, especially in case of NGOs.

It is important for the management to understand the cultural context and to understand the required change with respect to it to be able to reduce the possible job dissatisfaction as a result of the change (Wu & Wu, 2011). Before thinking about change it is important to understand the culture prevailing within an organization to be able to estimate the kind and amount of resistance to change to be able to be prepared. It is also possible that the organizational culture facilitates change (Rashid, Sambasivan, & Rahman, 2004). UNDP's report on institutional reform and change management (2006) suggests that in the development world phenomenon of change and capacity are inseparable.

This helps us understand that by changing selected aspects of the status quo we can build the capacities of the people and organizations. Furthermore, defining the change and its outreach, the risks could easily be identified for possible mitigation. One needs to be careful in OD efforts through a change process as different

people/groups have different stakes in this regard. This could result in a political fix due to power imbalance. If an OD derive is initiated by a donor, the ownership of the change cannot be guaranteed. It is very important to limit the role of the donors in OD. Here it is not to be forgotten that the change models as well as the processes often change the culture of the organization. Such models are difficult to implement as the behaviors of the people working in the organizations are also targeted. Therefore, it is crucial that a combination of the (i) experience and knowledge of the employees; (ii) the changing environment; (iii) expertise and (iv) facilitation, is used in the process of OD and change.

The discussions for the reorganization of the NGO resulted in moving the head office from Islamabad to Karachi with a new head in 2007. This person was highly experienced but fairly progressive and receptive to changes. This OD intervention was intended to transform the NGO from a small group of activists to a large staff support group, and to a transparent, accountable and professional women's rights organization, in which the governed and the governors share the ownership of both the organization and its rapidly evolving program. The Collective was confident that an organizational transformation will result in having a better, standardized HRD system at the organization making it transparent and acceptable to all, without any conflict of interests.

2. Methodology

This study is based on qualitative research design. An in-depth study of the secondary data and reports produced by the NGO and the consultant were also examined to get an overview of the change process. The content analysis of the secondary data and reports has been conducted and the overall change process was identified.

The process of diagnosis: The NGO agreed for the change for viability while continuing its normal operations by the support of the Donors. This decision was welcomed and Donors C and E took the responsibility of the costs of the organizational change. Towards the end of 2007 diagnosis mission was launched by the two donors (before the end of the phase). The purpose of the mission was to have an external OD Consultant to study the system, diagnose the issues and design an OD intervention. The OD Consultant was a foreigner, suggested by Donor E and accepted by the NGO team as well as Donor C. When this consultant assessed the magnitude of work, he requested for the services of another Consultant. Donor E picked up the costs of the second Consultant (a professional from Pakistan).

With the two donors supporting the Organization Development (OD) intervention and bearing the costs of this OD intervention the first diagnosis mission started with a briefing of the consultants by Donor E and ended with two debriefings (i) exclusively for the concerned staff of the Donor E; followed by (ii) for the Donors (C and E) and the Collective of the NGO. There was no consensus among the stakeholders about the decision to have two consultants. Donor E was happy to hear and accepted the report presented but the Collective of the NGO was shocked. Yet they decided to discuss this intervention further within their team before going ahead. After a long discussion within the team and with the donors, the Collective decided to go ahead with the OD intervention.

Annex 1 describes the OD intervention graphically, showing the process that was adopted. Once the top management of the NGO realized the need for change, they discussed amongst themselves to agree on how the NGO could be converted into an institution that can continue to work irrespective of the people working at various levels. The basic plan was shared with the consultants for financial support. The identification of the consultant and discussions with him started well. At initial diagnosis indicated some resistance as the Collective found the first report threatening. However, the decision to go ahead was made with consensus and the HR (Human Resources) audit was conducted by another consultant with the approval of the Collective.

3. Major Findings of the Diagnosis

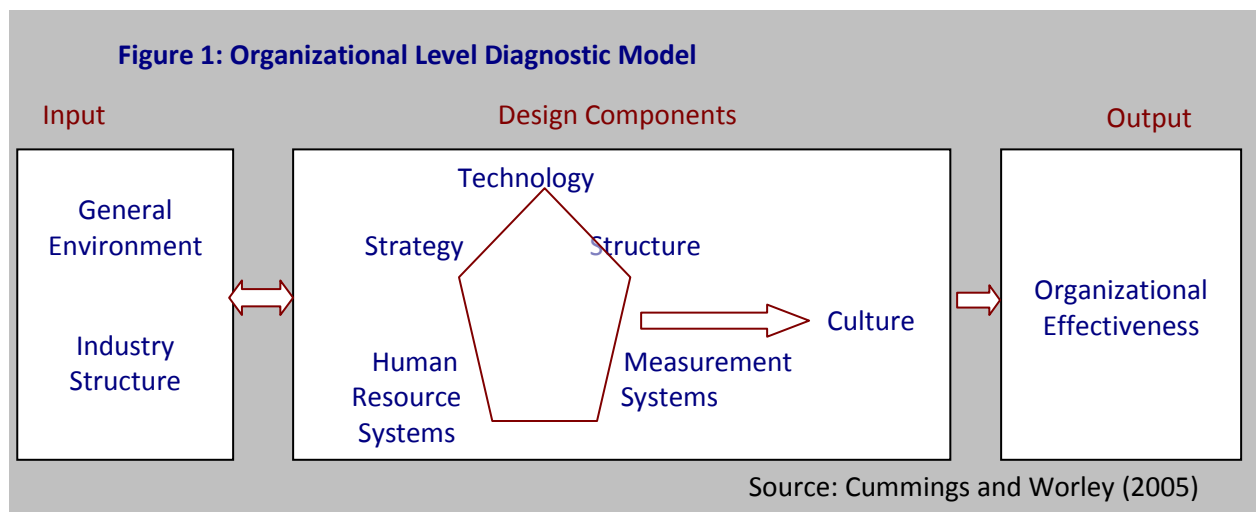
The major findings of the diagnosis (end 2007) were: Both the Donors C and E are committed to the NGO as a part of a policy shift in funding partner priorities – funders are increasingly concerned about institutional

sustainability. The NGO staff has concerns about the potential job losses. Meanwhile the senior staff has clearly demonstrated their unity and their commitment to the NGO. The Board Members were also on the payroll of the NGO, which was a clear sign of the conflict of interests. The designations used for different office holders at the NGO are like the business world. Still there is a need to make the job descriptions in line with the needs of an expanding organization and to make the roles and responsibilities clear.

The Board and Collective did not trust the capabilities of the second tier. The staff neither had clearly defined terms of reference, nor the salary structure/policy. Human Resources Audit was necessary for the NGO to be able to assess who does what, for how much? The official language used at the NGO was English while most of the local staff was not well conversant with English. This created a communication gap and resulted in the ownership of decisions made (not every one could contribute and/or understand it fully). The Executive Management Team (EMT) was expanded to support the new Executive Director (ED) and a Transition Team (TT) also morphed into the Board. The available governance models discussed with the two teams. (The TT was formed to act upon the recommendations of the consultants and also to find solutions with the contributions of the NGO). The legal position of the NGO had to be changed. The de-registration and re-registration, process, including the safeguarding of assets, new legal status and rights of staff should be designed and finalized by the Board as a matter of priority. Key within the process was suggested to be the establishment and clear definition of the roles of the Executive, the Board and the General Body (ex Collective).

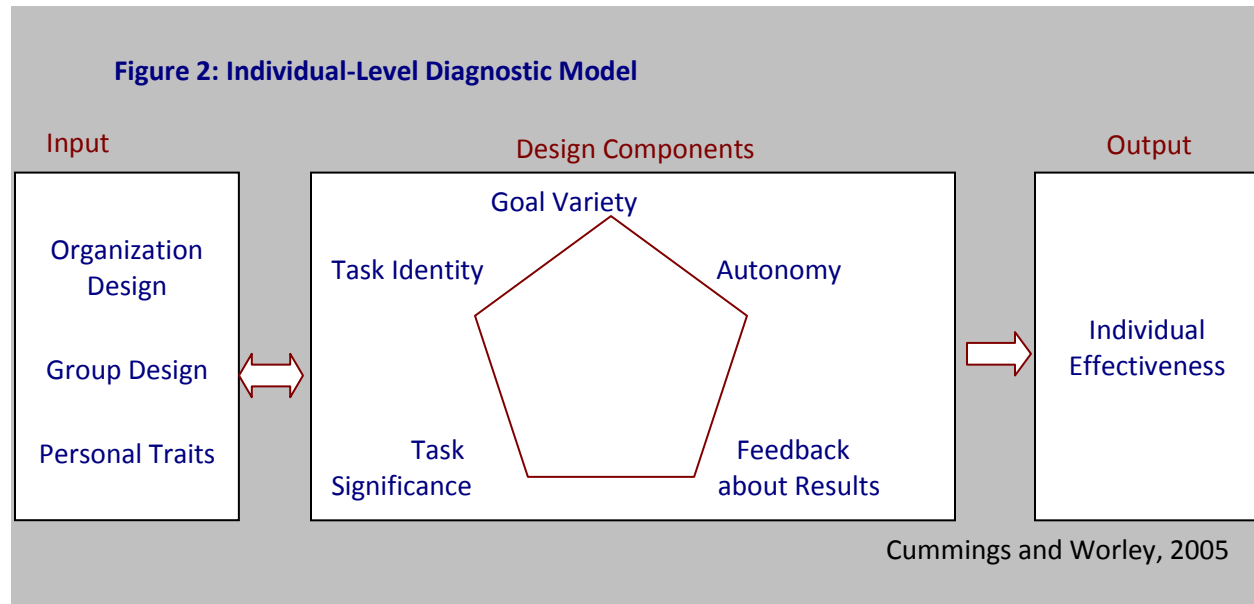
The NGO was suggested to make better investments to generate funds and reduce its dependency on the donor funds. A timeframe of 12 to 24 months was suggested for this intervention and change process. The itinerary was designed for the consultants to meet the ED, TT, General Body and the EMT. Furthermore, these meetings were held at the Lahore and Karachi Offices only. The consultants did not visit the Peshawar Office at all and the mission was concluded in two weeks time. Although the representatives of Peshawar office were called to Lahore for discussions but several others working there remained unheard.

The Organization Development (OD) model: The consultants left and the NGO team started working at reorganizing themselves for the OD in the light of the diagnosis. Four months later another OD mission took place where the Donor E took part while Donor C was not able to contribute due to security problems. This time the Consultants met only with the representative of the Karachi, Lahore and Peshawar Offices during the strategic planning meeting. This intervention was followed by a human resource (HR) audit, conducted by



another national consultant firm. The results of this HR audit were shared with the General Body, EMT and TT of the NGO in Karachi followed by a debriefing meeting with the donors C and E in Islamabad. The third and last mission of the OD Consultants took place in October 2008. Again the consultants stayed in Karachi. He had a telephonic briefing meeting with the Donor E before their meeting with the NGO, while the debriefing in Karachi was attended by Donor E.

Comparing this process with the organizational and individual level diagnostic (Figures 1 and 2 respectively) models, we can see that the NGO itself did a scanning of the environment that is why they decided for an OD intervention. Somehow the jumping of donors in the process gave it more importance and acceptability. The NGO was able to address the various design components of the diagnosis model but due to the absence of internal consultant in the process the feelings and concerns of the NGO employees were not addressed. Rather at all the levels, General Body, EMT, TT and the staff, all were uncomfortable. (The results of this major flaw could be seen in the results section of the report). The diagnosis model at the individual level (Figure 2) again did not pay attention to the personal traits of the individuals working at the NGO. In the absence of this vital input, the HR Audit lacked the necessary information needed for design component. The individuals working at the Lahore and Peshawar offices felt left out and the decisions about their effectiveness was made on the basis of the information received from the Karachi Office, the EMT, the Collective, etc..

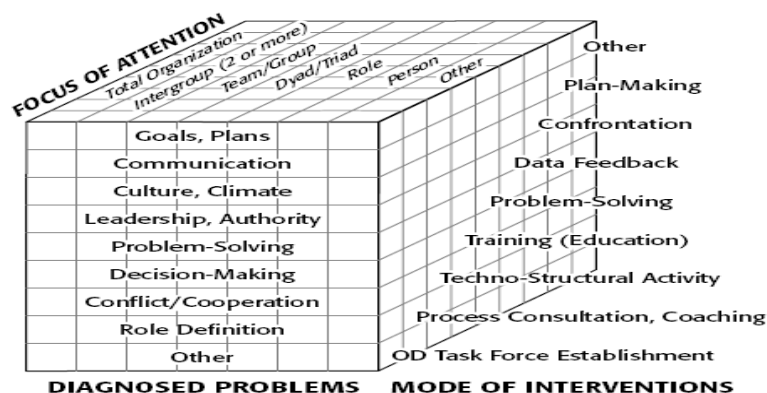


Designing of the Organization Development (OD) Intervention: The OD intervention was designed by the OD Consultants in consultation with Donor E first and then the EMT. The final plan of intervention was approved by the Board of the NGO as well as the Donors C and E. Here it is important to remember that the team of the NGO was not taken into confidence in this regard. This is a dilemma of OD interventions that the consultants feel answerable to the hiring authorities. McGill (1977) also says that often the question of the identification of the client comes up. The consultant needs to keep in mind that the company or all the persons working for the organization i.e. from the president to the employee at the lowest level are all together a client of the OD consultant. Therefore the interests of the organization as a whole along with of all the individuals working for it need to be safeguarded. The fact that the consultant was giving feedback and seeking prior approval of the donors already shows a deviation from the OD practices.

“Evaluation is a set of planned, information-gathering, and analytical activities undertaken to provide those responsible for the management of change with a satisfactory assessment of the effects and/or progress of the change effort” (Beckhard & Harris, 1977). The decision about evaluation is to be made by the consultant and the management of the organization at the beginning of the OD intervention. Evaluation helps both to understand the success or otherwise of the process underway; the changes that occur due to the OD intervention and their speed. This helps them measure the gap, if that occurs between the planned and the actual changes. The motivation level and the readiness of the employees towards the change could also be steered through evaluation. The OD Cube shown in Figure 3 was developed by Schmuck & Miles (1971).

This cube illustrates the critical relationship between the focus of attention, diagnosed problem and mode of intervention. Once these problems are understood and taken together in an OD intervention, the success of the operation increases significantly.

Figure 3:



Implementation strategy: The National Consultant in the Organization Development (OD) Consultants team was hired to support the European Consultant (the Team Leader). The NGO was to implement the changes as per the recommendations and plans designed by the consultants. The information collected by the consultants lacked validity as they did not hear the views of the whole team, not even considered the working conditions and environments at all the NGO offices. Therefore, they did not get the real feel of real power dynamics (difference between theory and practice) at the NGO. The consultants prepared a plan without considering the concerns of the team, resulting in giving a single option for implementation required to become financially sustainable and introducing change to convert it to an institution. That is why team did not have free and informed choices; consequently there was no internal commitment at the NGO level. The donor was listening to the consultants and pushing the NGO to produce results.

The capacity enhancement necessary to implement the change process was not initiated for the NGO staff. They were not trained to work according to new requirements and were expected to learn it by doing. None of the reports presented by the consultants assessed the capability of the staff (at any level) to implement the change and/or the recommendations for the capacity building. The Collective, now the General Body, comprised of the same persons who founded the NGO. Their behaviors were not discussed; neither their approval for the changes was asked for. With the passage of time the resistance to change from the General Body became evident. This resulted in confusion for the subordinates. The changing external environment and the cultural context both were completely ignored by the consultants. The capabilities of the TT as change agents were not discussed. In short, the human process interventions comprising of coaching, training and development, process consultations, and team building was not done. The OD consultants, as third party organized a couple of workshops and instead of facilitation came up with a plan for change.

The techno structural interventions also achieved/lacked the following: Structural design: On the basis of HR Audit, the terms of reference were introduced. However, the remuneration system was yet to be formulated. Downsizing: There was no decision made in this regard. Consultants recommended the TT together with the HR Audit Firm to hold further discussion and come up with a solution. Reengineering: The OD intervention did not address this step of interventions. The human resource management interventions were left to the HR Audit firm. At the level of strategic interventions the decisions about the future of the NGO made by the Board and General Body were considered. Neither the consultants nor any one at the NGO took the responsibility of noting down the process except for the reports produced at the end of the three consultant missions. The consultants and the Donors did not ask for feedback about the process, they were only giving feed back to the NGO regarding the slow speed of the change process.

Challenges Experienced By The Organization During Implementation Of The OD Intervention: The major challenges in the implementation of the OD interventions were:

- The unwillingness of the Board to handover the powers to the EMT.
- The fear of the staff of losing the jobs.
- The fear that the HR audit and resultant implementation of terms of reference for all and the salary raise as per the fixed structure and the potential threat of surfacing of the conflicts of interest.
- The lack of trust on the OD consultants (outsiders, especially the team leader a foreigner). The over involvement of the donors made it even worse for the NGO.
- The implementation of the recommendations of the consultants without ownership of the staff and management of the NGO was a big challenge.
- The unavailability of the consultants to address the burning questions and satisfy the NGO.
- The required speed of changes and results by the donors was another challenge.
- This whole process of change lacked the steps of feedback from the stakeholders – it was sort of a mechanical process, without a human touch.

Evaluation of the Organization Development (OD) intervention and its results: The OD interventions proved to be very quick and stressful throughout 2008. It is was very courageous of the NGO to take up such important interventions, yet they were neither appreciated nor given time to take a breath, give feedback and make changes in the plans given by the consultants. Although the support of the donors was very much appreciated but the pressure from them for quick results was detrimental for the team spirit. The team of consultants as well as the donors were aware of the fact that there will be mistakes made at the NGO at different levels but there was no provision to test, all had to be implemented in the first shot. The consultants gave a deadline to the leaders to take the back seat and the staff to takeover the NGO.

Here the consultants also reported that a major change was required at the ED level for the success of the change process. Although they acknowledged some log frames but showed their confidence in the overall team to resolve these problems. The ED was under enormous pressure from the staff for the clarity as well as the Board was not letting the power to trickle down to the staff. At this stage the consultants also made a mistake of negotiating, informally, with some of the seniors at the NGO about the possibility of them becoming the next ED. This resulted in a resignation of the ED. One of the Board members took over the ED position, further adding to the disappointment of many who were seeing themselves as the future ED. As a consequence the NGO received some more resignations and the NGO lost several expert researchers and managers.

The consultants recommended a plan for their continued support till all is settled well in way that they help the NGO to become economically sound and sustainable with a new identity. The NGO stopped further implementation of this intervention. Furthermore the NGO decided to stop the change process as they wanted to review the changes and needed time to decide about the future course of action. This annoyed the donor E, which withdrew their financial support for the OD interventions and decided to give a clear signal to the NGO that they will not have any financial support for the next phase of the program. It ignited a war of correspondence and blame game between the NGO and the donors. Donors C and E write joint letters to the NGO and the NGO send quick replies. The NGO is at the verge of collapse as the donor E is not ready to financially support the NGO for any further OD intervention. Furthermore, the donor E has decided not to support this NGO for a next phase of this program.

4. Discussion

There are clear evidences that Organization Development (OD) intervention was not done in a systematic/scientific way. The initial steps of OD intervention as recommended by Cummings and Worley (2005), after entering and contracting, require the following basic steps:

- Diagnosing Organization Groups and Jobs
- Collecting information and feedback diagnostic data
- Designing OD interventions
- Leading and managing change
- Evaluating and Institutionalizing

These steps were not followed by the consultants. There was no in-depth diagnosis done at the levels of the organization, groups and individuals. The consultant did not meet all the stakeholders and did not even visit the Peshawar office due to security reasons. The visits were very much restricted due to the overall security situation in the country. Alternate methods like Video Conferencing, Skype etc. could have been used, but such options were not explored.

The consultants did neither use any models, nor took care of the delicate relationship between the interests of the people working at the Organization, the groups working at various levels within the organization, and the interests of the organization. The organization cannot exist without people; its viability comes much later. The instructions of the consultants and push from the donors made the founders, board members and the employees nervous. The OD consultant did not cater the needs of the client (as mentioned in the above literature review) and unknowingly disturbed the balance that existed within the organization. Although, the NGO already felt the need of change and its management and employees were willing for it but the unprofessional attitude of the consultants and the immature attitude of the donors destroyed the spirit of change. The result was the disaster that occurred within a year, which was inevitable in the existing circumstances.

The change model prepared by the consultants was not based on any of the Change Management Theory. It clearly indicates that OD consultants lacked much needed competencies related with OD. The NGO was not encouraged to present their views during the debriefing meetings. Whatever feedback received from them was usually overruled by the Management of the Donors. The Consultants were not available to help implement the change/transformation process. Evaluation at each step was also missing. The ownership of the results was passed on to the NGO forcefully as the donors and consultants refused to take responsibility of the failure of the process.

5. Conclusion

Selection of Organizational Development (OD) consultant is the key to success or failure of the intervention. If OD consultants lack competencies, the whole effort is likely to end up in fiasco. Hence, at the selection stage, the senior management of organization need to understand the need for change, and must have broad parameters for selecting consultants with desired competencies. If OD intervention is not systematically planned, implemented and evaluated, it can lead to disaster. The OD process without internal consultant and in-depth diagnosis could be a killer pill for any organization. The stage of diagnosis is of pivotal importance. At this stage, consultation with all key stakeholders is critical to the success of the OD interventions. After consulting one or two stakeholders, it cannot be assumed that other stakeholders do have the same views and concerns.

At the designing stage, the HR Policy and Structure need to be formulated in line with the culture of the organization and the industry with the ownership of its management and staff. Without capacity building of the management and the staff, OD is likely to fail. Hence, at the stage of designing of OD intervention, proper emphasis should be laid on the development of capacity building programme. At any stage of the OD Cycle, a wrong (not-properly well-thought out) communication can lead to serious consequences for the organization like loss of human capital due to resignations of key resources of the organization. Hence, the OD consultants should be very careful and selective in communication with the stakeholders so as to avoid creation of any false expectations. In the circumstances where the OD intervention failed at the NGO and disturbed the balance of relationships within the organization and also with the outside world it is very difficult for the organization to maintain its governance package as described above. Thus the NGO is in a critical condition right now and needs a lot of patience and inputs from its management and leaders.

Possibilities of Research in Future: It will be interesting to revisit the state of affairs in the same organization to be able to see where they have reached with respect to their aim of becoming viable and handing over the management to the second tier of the NGO. This study also opens up the possibilities of research to study similar NGOs working in Pakistan, addressing the rights of the women to see how many of them do think about Sustainability, Converting the NGO to an Institution, Making the NGO financially self sustained and Good HR Practices.

References

- Accountability, organizational capacity, and continuous improvement: Findings from Minnesota's non-profit sector, (2001). New directions for philanthropic fundraising, No 31, Spring 2001 © Willy Periodicals, IncBies A L.
- Barlow D. H., & Durand, V. M. (2005) cited Bissell B L and Keim J, 2008. Organizational diagnosis: the role of contagion groups, *International Journal of Organizational Analysis Vol. 16 No. 1/2, 2008 pp. 7-17*, from www.emeraldinsight.com/1934-8835.htm
- Beckhard, R. & Harris, R. T. (1977). Cited: Rothwell W J and Sullivan R, 2005. Practicing organizational development, a guide for consultants, 2nd edition
- Bercovitz, J. & Feldman, M. (2008). Academic Entrepreneurs: Organizational Change at the Individual Level. *Organizational Science*, 19(1), 69-89.
- Cummings, T. G. & Worley, C. G. (2005). Theory of Organization Development and Change.
- Haid, M., Schroeder-Saulnier, D., Sims, J., Wang, H. & Urban, M. (2009). Ready, Get Set...Change! The Impact of Change on Workforce Productivity and Engagement. *Leadership Insights*.
- Hubbell, L. (2004). Struggling with the issue of who the client is in organization development interventions. *Leadership & Organization Development Journal*, 25(5), 399-410.
- Hudock, Ann C. (1997). Institutional Interdependence: Capacity-Enhancing Assistance for Intermediary NGOs in Sierra Leone and the Gambia. *Journal of International Development*, 9(4), 589-596.
- Iles, P. & Yolles, M. (2003). Complexity, HRD and Organization Development: Towards a Viable Systems Approach to Learning, Development and Change, HRD in A Complex World, Studies in Human Resource Development, Routledge, 25-41.
- Institutional reform and change management: Managing change in public sector organizations, UNDP capacity development resource, Capacity Development Group, Bureau for Development Policy, United Nations Development Program, 2006
- Kotter, J. R. & Schlesinger, L. A. (2008). Choosing Strategies for Change. Best of HBR.
- Kumar, A. (2007). Society for Health and Development: Developed or Stagnated. *International NGO Journal*, 2(5), 106-107.
- McGill, M. E. (1977). Cited: Hubbell, L. (2004). Struggling with the issue of who the client is in organization development interventions, *The Leadership & Organization Development Journal*, 25(5), 399-410, from www.emeraldinsight.com/0143-7739.htm.
- Mclean, G. N. & Cady, S. H. (2005). Evaluation. In M.J. Rothwell and R. Sullivan (eds.). *Practicing Organization Development: A Guide for Consultants* (2nd ed.). Wiley: San Francisco, CA.
- Masino, G. (2011). Exploring Organizational Change in Large Corporations, Department of Economics, University of Ferrara, Via Voltapaletto 11, 44100, Ferrara (Italy), giovanni.masino@unife.it.
- O'Brien, C. L. (1998). Thinking beyond the dollar goal: A campaign as organizational transformation, *New Directions for Philanthropic Fundraising*, No. 21, Jossey-Bass Publishers, Accessed 04.07.2009 from http://www3.interscience.wiley.com/search/allsearch?mode=viewselected&product=journal&ID=104544843&view_selected.x=39&view_selected.y=9
- Rashid, M. Z., Sambasivan, M. & Rahman, A. A. (2004). The influence of organizational culture on attitudes toward organizational change. *Leadership & Organization Development Journal*, 25 (2), 161-179.
- Rothwell, W. J. & Sullivan, R. (2005). *Practicing organizational development, A guide for consultants*, 2nd edition, 328-328.
- Schmuck, R., & Miles, M. (1971). cited: Rothwell, W. J. & Sullivan, R. (Eds.) *Practicing Organizational Development, A guide for consultants* (2nd ed.). (San Francisco, CA 94103-1741, United States of America: John Wiley & Sons, Inc.
- Van der Meer-Kooistra, J. & Scapens R. W. (2008). The Governance of Lateral Relations between and within Organizations, *Management Accounting Research*, 19(4), 365-384
- Van Eynde, D. F. & Bledsoe, J. A. (2007). The Changing Practice of Organization Development, *Leadership and Organizational Development Journal*, 11(2).
- Weisbord, M. (1973). Cited: Struggling with the issue of who the client is in organization development interventions, *The Leadership & Organization Development*
- Wu, L. C. & Wu, M. (2011). Employee dissatisfaction with organizational change: An Empirical study of a technology services company. *African Journal of Business Management*, 5 (4), 1304-1311.

OD Process

Annex 1

